How Lean is your Culture?

Developing and sustaining a lean manufacturing enterprise is 20% technical and 80% cultural. This self-assessment is designed to help you identify cultural factors in your organization that can support lean manufacturing, and areas that need improvement to help you to sustain lean manufacturing initiatives. Place a check (
) on the continuum to indicate the approach to each cultural factor in your company.

Communication

Our company only	People are informed	People are well
has crisis communication		informed and they
from the top down	thinks they need to know	freely inform others

Problem solving and decision-making

Managers identify problems and solutions	Everyone identifies problems; managers make decisions	Everyone is involved in identifying and solving problems

Teams

Individual jobs are	Manager	s appoint	Cross-functional	
assigned by	teams for special projects		teams are empowered	
managers			to identify problems	
			and take action	

Vision/Business Strategy

Our vision is known only by a select few leaders	Well-und	 municated, but isn't erstood or orted	Our people know how the business is performing in relation to the vision

How Lean is your Culture? (continued)

Performance Measures

We measure	We measure individual	We measure team
individual	performance and	accomplishments
efficiency	contributions to the organization	

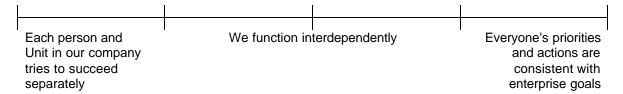
Recognition

Our people are paid for their work; that's enough recognition	for exc	re recognized eptional ors only	Our people are recognized and praised freely at all levels

Conflict

We avoid or ignore conflict until it explodes	We usually foc the person correcting the	instead of	imp	lcome conflict as an opportunity for provement, and a less for resolution and prevention

Alignment



Now look at your check marks in each area. The areas in which your marks are closer to the left need improvement to help sustain your lean manufacturing initiatives. Where the check marks are more to the right, keep up the good work and strive to make sure these areas get even better.